

SENIOR STAFF MEETING

AGENDA

Director's Conference Room, First Floor  
Administration Building  
on Monday, 4 April 1955

Opening Discussion of Personal Problems

Supervisory Responsibilities

Methods of Solving some DD/I Personnel  
Problems

Career Service Activities and Placement  
Responsibilities

Pertinent Personnel Matters

Survey of Office of Logistics

GENERAL CABELL

MR. KIRKPATRICK

MR. AMORY

MR. REYNOLDS

COLONEL WHITE

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PERSONNEL PROBLEMS

GENERAL CABELL opened the meeting with the statement that he wished to devote this Senior Staff Meeting to a discussion of personnel problems. He had therefore asked representatives of various components to discuss certain special problems in the Personnel field. Gen. Cabell stated that he felt this type of meeting essential from time to time as the Personnel business requires a portion of the time of every supervisor --not just the Director of Personnel.

General Cabell commented that in his two years with the Agency he has been greatly impressed with the competence of personnel in general. However, he has run into some mediocrity and he does not feel that mediocrity can be tolerated in this Agency where quality is of the greatest importance. Therefore he believes steps must be taken to raise the competence level of all personnel and to this end training is one step which can be taken. He expressed the belief that we have an outstanding Training Office and stated that supervisors must arrange to spare their people for training purposes or we cannot improve.

MR. KIRKPATRICK, at General Cabell's request, made a few remarks on supervisory responsibilities. He stated that the Inspector General's office hears mostly of failures on the part of supervisors and that the three most important and recurring failures which have been brought to his attention are the following: (1) Supervisors fail to advise an employee the contents of the employee's Fitness Report. He stressed that supervisors should fill out Fitness Reports honestly and accurately and then must see to it that the employee is notified of the contents of the report. (2) Supervisors frequently beg the question when an employee inquires as to possibilities of promotion. He pointed out that when an employee requests promotion the supervisor should give him a positive answer, either "Yes" or "No, and if "No", explain the reasons therefor. (3) Supervisors have a tendency to dodge the responsibility for seeing to it that personnel are properly placed. If an employee is not properly placed from the viewpoint of his qualifications and ability to do the job and from the point of view of his happiness, he should be referred to the Personnel Office so that efforts might be made to see that he is placed in an environment where he can perform more capably and in a better frame of mind.

Mr. Kirkpatrick then supported Gen. Cabell's statement that it is essential that we make better use of our training facilities and of the facilities offered us by the various other Service schools.

MR. AMORY commented that the DD/I has long had a program for discouraging mediocre personnel from continuing in CIA employment. Few positive actions have been taken to terminate such employees but a good many have been persuaded that they should resign in view of the fact that their future

progress within DD/I would appear to be quite limited. However, in this connection Mr. Amory pointed out that one serious problem in getting rid of marginal people is that the various Divisions will not take action to terminate mediocre personnel when they know that they will have no replacement whatsoever because of the recruiting problem.

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[redacted] stated that in the FI field the greatest problem has been a shortage of experienced, well qualified officers capable of exercising independent judgment. He has been disturbed at the slow development in some of the young case officers hired four to five years ago. He pointed out that FI is now attempting individual career development in an effort to help identify people who probably will not develop in satisfactory fashion to higher levels. He stressed that FI personnel must be thoroughly trained and equipped to do their job independently and without supervision in their field assignments.

[redacted] (MR. REYNOLDS) at this point gave a chart demonstration of a 5-year development plan for personnel which has been worked out by the Office of Personnel. He stated that upon completion of five years under this development plan it is anticipated that it will be possible to determine accurately how far and in what fields individuals will be able to advance.

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[redacted] stated that he believed General Cabell and Mr. Kirkpatrick had both pretty well covered the personnel problems most frequently encountered. He therefore wished merely to point out that the Career Service is not a separate entity which can in and of itself solve all of the problems previously discussed. He stated that there is now a greater realization that Career Service is a responsibility of every single supervisor in the Agency rather than the name being construed as an antidote to problems heretofore existing. He remarked that the Career Service probably is not working as well as might be hoped but that the final answer to its value or lack of it cannot be accurately assessed for several years.

COLONEL BAIRD pointed out that the special problem of the Office of Training is that they have never been able to get qualified people in sufficient numbers from DD/P to act as instructors. He stated that he believed DD/P had cooperated to the fullest extent in this but that the fact is that sufficient numbers of qualified people just are not available. Mr. Baird felt that it would be advisable for the DCI to seek from the Bureau of the Budget authorization for a 5% over-ride on his overall personnel T/O in order to provide a constant number of qualified personnel in all components of the Agency. [Mr. Helms] supported Mr. Baird's proposal that something must be devised to permit over-recruiting and that greater effort be placed on recruiting people with a flair for intelligence and subsequently train them in the necessary language and area requirements. General Cabell remarked in connection with Mr. Baird's recommendation that a 5% increase in personnel ceiling be obtained, that he believes

an extra 5% increase in the T/O could in effect be obtained by eliminating mediocre personnel.

COLONEL WHITE discussed the recent classification survey made by the Office of Personnel in the Office of Logistics. He pointed out that this survey resulted in 10% reclassifications of Logistics Office jobs; about 5% were down-grading reclassifications and about 5% were up-gradings. He felt that the overall result of this survey basically helped the morale of everyone in the Logistics Office and eliminated competition within various Divisions of the Logistics Office for the same personnel.

[MR. REYNOLDS] desired to bring three items to the attention of the group. He pointed out that a new Regulation is now being coordinated involving recruitment procedures in connection with draft eligible young men. The reason for this new regulation was because the situation has now eased so that young college graduates are not necessarily being faced with immediate drafting. Secondly, he desired to commend the Personnel Examining Panels for the great care and consideration taken by the Panel members in making final selections for promotions. Thirdly, Mr. Reynolds presented a chart demonstration reflecting the numerous and varied activities of the Employee Services Division. He pointed out that this Division can be most helpful to employees in all sorts of personnel problems.

General Cabell closed the meeting by expressing the hope that everyone who has personnel problems will consider them most seriously and if they cannot come up with a solution themselves to talk to the Director of Personnel on such matters.

In reply to a question from Mr. Carey, Gen. Cabell stated that where an individual has been over-promoted into a job which he performs inadequately that he should be offered the opportunity to return to a lower level job which he performed with competence. Gen. Cabell pointed out that this is no disgrace to the individual but is a disgrace for the Agency to leave an individual in a job which he cannot perform well.

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ASSISTANT DIRECTORS' MEETING

AGENDA

Director's Conference Room, First Floor  
Administration Building  
on Monday, 7 March 1955, at 1100 hours

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Status of Agreed Activities

GENERAL CABELL

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Better Coordination in Recruitment  
of Personnel

[MR. REYNOLDS]

Announcement of OTR's Intelligence  
Products Exhibit

MR. BAIRD

Information or Allegations Concerning  
Criminal Acts on the Part of  
Agency Personnel

MR. HOUSTON

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1. BUDGET

Mr. Dulles opened the meeting by noting that Congress was now commencing budget hearings and that Mr. Dulles and other agency officials were scheduled to appear before the House Sub-Committee on Appropriations on Wednesday, March 9. He remarked that the Subcommittee is composed of five congressmen, all well known to Agency officials, and that our proposed budget for the coming year is the same as for this year except for the reserve.

2. AGREED ACTIVITIES

General Cabell announced that an Agreed Activities paper had now been concluded with the other services. He pointed out that NSC-5 provided that CIA is responsible for all counter-espionage and espionage activities overseas except as otherwise agreed upon. It is now agreed that the other Service intelligence units may engage in covert collection overseas but must coordinate with the DCI or his representatives. General Cabell stressed that this agreement does not include [redacted]

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3. PERSONNEL RECRUITMENT PROBLEMS

[redacted] Mr. Reynolds with the aid of a chart discussed the problems of even maintaining the status quo in numbers of personnel employed. He pointed out that it is necessary to interview 100 prospects in order to locate 25 applicants who are recommended for further consideration by the interviewers. Of the 25 so recommended, 6 or 7 are processed for employment and out of these 6 or 7 only 3 or 4 actually enter on duty.

Mr. Reynolds stated that the effects of the 1953 personnel freeze will now begin to be felt severely. As a partial remedy he called a meeting of 60 personnel officers and informed them that the minimum entrance on duty salary for clerks and stenos will be raised from GS-3 to GS-4.

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Mr. Reynolds stated that the entire facilities of the Office of Personnel can produce an average of [redacted] new personnel entering on duty each month. The Agency requires [redacted] new EOD's each month in order to merely maintain its current strength; therefore, [redacted] Mr. Reynolds pointed out that help is needed from other components of the Agency. He asked that personnel

acquainted with persons outside whom they believe qualified and interested in employment in CIA bring the names of such acquaintances to the attention of the Office of Personnel. He stressed that all assistance in recruitment by other components of the Agency must be carefully coordinated with the Personnel Office or endless difficulties will ensue.

#### 4. INTELLIGENCE PRODUCTS EXHIBIT

Mr. Baird announced that the next Intelligence Products Exhibit is to be shown in the R&S building on Tuesday, March 15, from 0900 to 1215 hours. Mr. Baird recommended that those who had not had an opportunity to see this exhibit before should make a serious effort to do so. General Cabell endorsed Mr. Baird's statement remarking that the exhibit is indeed a fine display.

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Mr. Baird also noted that there is a VIP tour scheduled for March 17th. ]

#### 5. VIOLATIONS OF UNITED STATES STATUTES.

Mr. Houston requested that any information concerning violations of Federal statutes by CIA employees should be reported to his office immediately. He pointed out that the U. S. Department of Justice has the responsibility for investigating and prosecuting criminal violations of U. S. statutes by Federal employees. In this connection he noted that our security problems sometimes preclude our furnishing all data in such cases and we therefore have to work out the details with the Criminal Division of the Department of Justice.

Mr. Dulles commented that if there is any question at all that a CIA employee has violated a Federal statute, he wants the matter brought to Mr. Houston's attention immediately. Mr. Dulles desires to prosecute all criminal cases wherever possible unless security considerations are over-riding.

#### 6. CHANGE OF NAME TO SENIOR STAFF MEETING

General Cabell suggested that the title of this monthly meeting be changed from the Assistant Directors' Meeting to the Director's Senior Staff Meeting as the latter seemed more appropriate in view of the present composition of these gatherings. General Cabell's suggestion was concurred in by all present.